

# Key Success Factors of E-Government Projects: Jordanians' Perceptions

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## ABSTRACT

Understanding the key success factors of e-government projects is important because of the huge investment put into such initiatives. This study investigated the literature to conclude to a set of factors that explore Jordanians perceptions towards such factors, and rank such factors based on their importance. This paper explored the literature to build a list of key success factors (KSF) of e-government projects. The list was pilot tested utilizing a sample of 293 students in a public university in Jordan. Results indicated that the majority of the proposed items represent important factors that reinforce success with a high and moderate level of perceptions. Also, a proposed typology was built around the four major dimensions utilized by this study and their relation to the stakeholders and they are: infrastructure, public employees, citizens and governments.

## KEYWORDS

Electronic Government, Empirical Test, IT Project Management, Jordanian Context, Key Success Factors

## 1. INTRODUCTION

The adoption of information and communication technology and the diffusion of the Internet among the general population positively influenced the level of familiarity with technology in many areas such as communicating with citizen, learning activities, and electronic marketing. This resulted in increasing citizens' expectations that the public sector will provide an effective and efficient service similar to those in the commercial sector (Ibrahim & Irani, 2005). The latest developments in technology forced governments to change their traditional services to virtual ones and to improve their interactions with citizens and businesses. This called for changing the structure of public administration which evolved into a new phenomenon called e-government (Sandoval-Almazan & Gil-Garcia, 2012).

E-government is becoming a necessity for countries that aim for better governance (Ibrahim & Irani, 2005). The concept of e-government sum up four major areas of research: improving services,

improving public sector's performance, aiding e-democracy and e-participation processes, and including citizens in social and political arenas by bridging the digital divide (Abu-Shanab, 2014). E-government projects have huge impact on social and political aspects of citizens' lives.

Failure of e-government projects will inflict severe negative pressures on governments and will devastate the relationship between governments and citizens. Failing to achieve the objectives of e-government projects will result in public dissatisfaction and loss of mutual trust. People and policies play a critical role in improving the chances of e-government project's success. On the other side, we can't forget the supportive role of technology, where such factors (people and policies) can't work in isolation. Other important factors reported by the literature are related to project management and administrative issues such as empowered information technology leader which help in avoiding e-government failure (Gupta & Jana, 2003). Some facets of the relationship between citizens and governments are built on the success of e-government projects. It is essential to understand e-government and explore the factors that impact its success.

This paper elaborates on previous work reported in literature and attempts to investigate the key success factors of e-government projects. Three major dimensions guided e-government projects success: infrastructural, human and governmental. Based on this typology, this study utilized a comprehensive list of dimensions that are reported in the literature that represent the key success factors (KSF) of e-government projects.

This paper is organized in the following manner: The following section describes the e-government concept in a short review, followed by a detailed literature review of the three dimensions of e-government and the factors related to each one of them. In section three we explained the research methodology and the adopted framework with its detailed dimensions. Section four describes the data collection process and the discussion of results. Finally, our conclusions, limitations and proposed future work are reported at the end.

## **2. LITERATURE REVIEW**

The widespread definition of e-government focuses on the use of ICT tools and the Internet to provide electronic services to citizens (Layne & Lee, 2001; Basu, 2004; Evans & Yen, 2006; World Bank, 2007; Yildiz, 2007; Papadopoulou, Nikolaidou & Martakos, 2010; Alshehri, Drew & Alfarraj, 2012). Government aims to generate a permanent commitment to enhance the relationship between the public sector and citizens through efficient, cost effective and improved delivery of government services (Chen, Chen, Huang & Ching, 2006). The e-government phenomenon includes the following dimensions: providing information and services to citizens, promoting public participation in decision making, making public operations transparent, removing corruption and providing opportunities for better development (Islam & Khair, 2012).

### **2.1. E-Government Concepts and Models**

Governments benefited from embracing the digital revolution by posting a large size of various governmental materials on the web like information or online governmental services so that citizens and businesses can benefit from them (Jupata & Jana, 2003). Through the use of ICT, governments are able to improve the quality of offered services and increase the effectiveness of operations by reducing costs and increasing productivity (Shajari & Ismail, 2012).

Research reported many terms used to describe e-government such as one-stop government, digital government, and online government (Gronlund & Horan, 2005). E-government is categorized in a similar fashion to the concepts and applications of e-commerce (El-Sofany, AL-Tourki, AL-

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